

# *City Service Area* **Strategic Support**



The Strategic Support City Service Area (CSA) is comprised of internal functions that enable the other six CSAs to deliver services to the community and to customers. The partners in this CSA design, build and maintain City facilities, manage the City's financial and technology systems and ensure the City has qualified, well-trained employees to deliver quality services.

Collectively, these functional areas ensure that the City's direct service providers have the organizational support they need to deliver services in a quality, timely and cost-effective manner to meet customers' needs. Individually, each functional area contributes to this shared outcome through outcomes and goals related to their specific functions. The following discussions of each functional area include trends, issues and opportunities affecting the delivery of these support services and driving the investments and actions approved for 2002-2003.

A major opportunity affecting all of the functional areas in the Strategic Support CSA is the implementation of capital projects funded by the 2000 parks and libraries bond measures and the March 2002 Neighborhood Security Act bond measure. As the City gears up to deliver new parks, libraries, community centers, and public safety facilities, the Strategic Support partners will be redeploying current resources and adding resources to design, build, maintain, and staff these facilities

## ***Strategic Support Areas***

**City Facilities and Equipment**

**Employee Services**

**Finance and Technology**

---

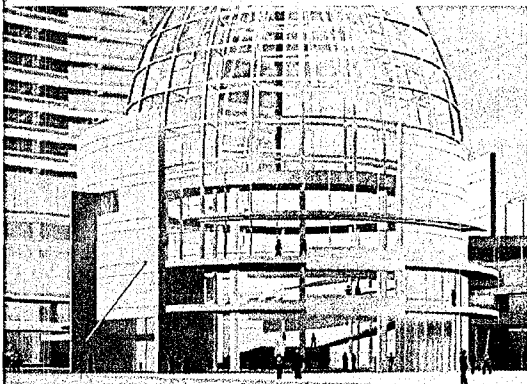
## **CSA OUTCOMES**

---

- The City's direct service providers have the employees, facilities, equipment, and financial and technology systems they need to deliver high quality and cost-effective services to the community



# *Strategic Support* City Facilities and Equipment



## *Primary Partners*

General Services

Public Works

Redevelopment Agency

***Mission:*** To support the visions and missions of other City Service Areas by being the preferred provider in managing the acquisition, installation and replacement of City facilities and equipment

The City Facilities & Equipment (CF&E) CSA, with emphasis on neighborhood focus and customer service, provides strategic support services to all of the other City Service Areas, facilitating the delivery of quality services to San Jose residents. The basic plans that contribute to and provide the framework for the City Facilities and Equipment CSA are the business plans for the other City Service Areas, in addition to their respective Master Plans, the Five Year Capital Improvement Program and annual Capital Budget, and the Infrastructure Management System Report.

To achieve the desired outcomes, CF&E faces three major challenges. The first is to plan, design and construct, on time and within budget, in excess of \$3.3 billion of new projects that are programmed for the next five years. The second challenge is to maintain an increasing inventory of infrastructure (facilities and fleet) with corresponding increases in service demands. The third is to improve the aging facilities infrastructure and accurately assess and address the backlog of general fleet replacements. Consistent and predictable resource allocations will be needed to address the \$40 million in deferred facility maintenance and mitigate the general fleet replacement needs.

---

## CSA OUTCOMES

---

- Well-designed facilities
- Clean, safe and functional facilities
- Appropriate and available equipment

# Investment Strategy

The challenges faced by the City Facilities & Equipment (CF&E) CSA, in addition to limited and/or reduced resource levels, are the driving forces for CF&E to continue to implement specific continuous improvement processes and utilize technological advancements. These efforts will increase the efficiency of existing staff and resources and improve the effectiveness of service delivery. In this time of fiscal uncertainty, the assumptions are that both one-time and sustainable actions must be identified to address the fiscal problem. CF&E must manage existing resources in a manner that allows flexibility to respond to changes in service demands. The CF&E strategy is focused on mitigating negative impacts to essential community services by identifying operational efficiencies and continuing to support Council initiatives such as Strong Neighborhoods. CF&E is focusing on the following strategies in this critical period of resource limitations: sustaining effective maintenance service levels by maximizing the effectiveness of current resources; delivering projects on time; seeking cost savings and alternate funding opportunities to reduce operating costs; and lastly, service level reductions.

One of the primary goals of CF&E is to plan, design and construct projects on time and within budget. The current performance of 80% of projects completed within the year budgeted for completion exceeds the previously established goal of 70%. The performance improvement is a direct result of implementation of the 2001-2002 action plan, which improved the project delivery process and partially implemented a flexible staffing plan. The actions adopted for 2002-2003 include using existing resources to develop and implement alternative methods to provide design and construction management services, further improve the project delivery processes and fully implement a staffing resource allocation model. The new action plan assists in achieving the strategic goal to complete 90% of construction projects within 10% of estimated cost.

Another major goal of this CSA is to address the issue of aging infrastructure. For civic facilities, the five-year total of deferred facility maintenance shortfall is approximately \$40 million. This shortfall impacts the condition of community centers and library buildings, which currently have an average condition assessment rating of 3.4 on a scale of 1 to 5. The 5-year strategic goal is to improve the rating to a 4.0. The availability of consistent funding to address deferred facility maintenance is critical to CF&E's ability to achieve this goal.

Reductions in custodial services at the City Service Yards will have minimal impact on San Jose residents as they relate to the condition of existing facilities and the delivery of facility services. CF&E is working closely with Yard tenants to identify alternate means of providing the service. This may include modifications to service scheduling to address high demand periods.

Elimination of vacant positions may hamper efforts to maintain cycle times and customer satisfaction targets. Some of the impacts of these reductions will be mitigated by redeployment of existing resources to deliver priority services in the most essential areas. Health & Safety concerns will continue to be addressed within the 24-hour timeframe.

In addition to the aging infrastructure of City facilities, there is a backlog in deferred general fleet replacement. Departments that receive services from this CSA have defined this issue as it reduces the availability of vehicles needed to deliver their services. In order to address this concern, the five year strategic goal strives for 80% of general fleet to be in compliance with established replacement cycles. To accomplish this, a number of actions such as managed utilization analysis, optimization of fleet size, implementation of new replacement criteria, and increased use of alternative acquisition methods will be used to continue to provide fleet availability. placement criteria, 73% of the general fleet has been replaced within the replacement cycle.

# Performance by Outcome

## *Outcome 1: Well-designed facilities*

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Plan, design and construct projects that meet customer needs.	1. % of customers rating design and construction management services as very good or excellent based on accuracy, timeliness and quality of final product	90%	-	80%	80%
	2. % of engineering and inspection costs compared to total project cost	33%	33%	38%	33%
	3. % of completed projects with final project costs within 10% of estimated costs	90%	70%	65%	75%
	4. % of projects completed within the year budgeted for completion	85%	70%	80%	80%

### Well-Designed Facilities

To address the challenges of this Outcome, CF&E's efforts will focus on improvement of the delivery of capital projects. Increases in the workload of the Plan, Design and Construct Core Service of the Public Works Department for 2002-2003 is estimated to increase by 33% over the 2001-2002 level. This may require additional resources in personnel to manage the design and construction of projects. Additionally, the residents of San Jose voted the approval of the \$159 million Neighborhood Security Act Bond Measure, which will further increase the 2002-2003 workload. The capital improvement work for 2002-2003 is well over \$700 million. City staff will coordinate with a large group of consulting architects, engineers and construction managers to deliver the work on time and within budget.

To manage this significant program, the CIP Action Team has been formed in the City Manager's Office with three primary objectives. The first is to monitor all CIP projects to ensure the City is meeting its quality, on-time and on-budget goals. The second is to assist departments with project challenges and improve processes. Finally, the team will be a central CIP information resource.

The use of other innovations such as master consultant agreements allowed instant access to specialized skills in construction scheduling, project design and estimating, to further accelerate project delivery. Additionally, alternate construction management methods

(such as design-build, multiple prime contractors, consultant and contractor prequalification) and increased delegation of authority to the appropriate staff level were implemented to reduce construction time. The result of these innovative changes is the improvement of performance for projects completed within the year budgeted for completion to 80%, which exceeded the established 2001-2002 target of 70%. The innovations will continue to be utilized in 2002-2003, which will help the Plan Design and Construct Core Service to meet much larger workload requirements with minimum increase in resource investment. However, the recently approved Neighborhood Security Act Bond Measure mandates that staffing levels be examined to ensure the timely delivery of projects funded by this measure. The combination of approved staff with existing department resources, redeployed for this purpose, will ensure timely delivery of this high priority program while maintaining ongoing support to other projects in the capital budget.

The results anticipated for Outcome 1 are to maintain the projects completed within the year budgeted for completion at the 80% level. The projects completed with final project costs within 10% of estimated costs will be improved from 65% to 75%. The overall results anticipated are well-designed facilities that are focused on meeting the needs of the customers.

# Performance by Outcome

## *Outcome 2: Clean, safe and functional facilities*

### **Clean, Safe & Functional Facilities**

Facilities Management Core Service continues to achieve progress towards its five year goals. However, the Library and Parks Obligation Bond Program, the Neighborhood Security Act Bond Measure and ongoing deferred maintenance funding will impact CF&E's ability to meet both short term targets and long term goals relative to condition of facilities. Service level reductions and resource redeployments will impact operations, especially in the area of custodial services and work order processing. As a result, it is anticipated that the percent of customers who rate facility services as very good or excellent may decline slightly. Facilities Management is working very closely with the affected clients to ensure that customer service delivery impacts are mitigated as much as possible and that the impacts to residents are negligible.

Special events support continues to be a performance challenge. In 2001-2002 there were over 130 scheduled events requiring support. Facilities Management considers these functions to be a high priority given the value to the citizens of the City of San Jose, and strives to ensure that these events are fully supported. However, normal routine

maintenance must frequently be postponed or interrupted in order to support these events, especially if the event is unanticipated. This can contribute to a reduction in customer satisfaction performance measures for maintenance services.

Deferred facility maintenance continues to be an issue for this Outcome. Fortunately, the bond measures for parks and library facilities will have an impact in mitigating the deferred maintenance needs in all of the libraries, several community centers and most park restrooms. This is reflected in the 25% target established for 2002-2003 relative to the percent of facilities that have a very good or excellent rating. The Neighborhood Security Act Bond Measure will also mitigate some of the deferred maintenance needs in the Fire Stations. In addition, Facilities Management is working with clients to prioritize deferred maintenance needs and earmarking Capital funding to address high priority projects on an annual basis.

The performance goal of this outcome continues to be to provide quality maintenance services with a customer service emphasis, irrespective of resource and workload challenges.

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Provide well-maintained facilities that meet customer needs	1. % customers who rate the condition of existing facilities as very good or excellent based on cleanliness, safety and functionality	80%	65%	63%	65%
	2. % facilities that have a very good or excellent rating based on condition assessment	60%	20%	19%	25%
	3. % customers who rate facility services as very good or excellent based on timeliness of response and quality of work	90%	90%	90%	85%
	4. % facility health & safety concerns mitigated within 24 hours	100%	100%	100%	100%

# Performance by Outcome

## Outcome 3: Appropriate and available equipment

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Provide and maintain equipment that meets customer needs	1. % of equipment that is available for use when needed:				
	• Emergency Vehicles	100%	100%	100%	100%
	• General Fleet	90%	92%	90%	85%
	2. % of fleet in compliance with replacement cycle:				
	• Emergency Vehicles	100%	100%	100%	100%
	• General Fleet	80%	81%	73%	73%
	3. % of services completed within agreed upon time with customer	90%	88%	83%	83%
	4. % of customers rating fleet services as very good or excellent based on:				
	• Timeliness	85%	-	75%	60%
	• Convenience	92%	-	67%	85%
	• Courtesy	96%	-	95%	96%

### Appropriate and Available Equipment

Current economic conditions coupled with an examination and improvement of fleet management practices have led to \$3.1 million in reductions for this Outcome. Despite the reductions, the performance measurement target of 100% availability of emergency vehicles will be maintained.

Challenges that this core service faces are to identify an optimum fleet size, to establish viable utilization standards and to establish replacement criteria while maximizing vehicle availability for clients in other CSAs. The current vehicle replacement criteria is being reviewed to incorporate a variety of components such as maintenance costs, resale value, age, mileage and utilization. Furthermore, a managed utilization analysis is in progress which will impact vehicle replacement. For this reason, general fleet replacement will be minimal until new replacement criteria are established. Concurrently, the fleet size is also being reviewed and steps to achieve the optimum fleet size is the goal for 2002-2003.

Until the fleet size is optimized and utilization and replacement criteria are established, the percentage of the fleet in compliance with replacement cycles may fluctuate. It is recognized that reducing the general fleet replacement base budget by 50% translates into retaining older vehicles in the fleet. This action may result in higher maintenance costs and may decrease availability and impact service delivery for key City programs. This must be closely monitored to minimize the impact on essential services to residents.

CF&E's Appropriate and Available Equipment outcome will continue to evaluate fleet management practices, balance budget constraints with resource requirements and focus on the optimum use of existing resources. To ensure continued fleet availability to customers, alternative acquisition methods such as sharing vehicles and equipment across department lines, expanding City's existing pool fleet, short-term rentals for new programs and seasonal needs, and short-term leases will be pursued. The goal of this outcome is to continue to provide appropriate and available equipment to the greatest extent possible.



**CORE SERVICES****GENERAL SERVICES**

Facilities Management

Fleet and Equipment  
Services**PUBLIC WORKS**Plan, Design and  
Construct Public  
Facilities and  
Infrastructure

Equality Assurance

**REDEVELOPMENT**Initiate and Facilitate  
Public Facilities and  
Spaces

# Approved Investments

## Strategic Support -- City Facilities and Equipment

**Budget Changes\***

Positions

2002-2003  
All Funds (\$)

Ongoing (\$)

**Outcome: Well-Designed Facilities***Plan, Design, and Construct Public Facilities and Infrastructure (Public Works)*

• Public Works Fee Program Positions Redeployment	12.76	1,103,671	1,103,671
• Neighborhood Security Act Bond Measure Project	7.00	553,835	568,331
• Capital Program Positions Redeployment	0.95	91,318	91,318
• Changes in Vehicle Maintenance Staffing Levels	-	(12,000)	(12,000)

*Strategic Support (Public Works)*

• Capital Program Positions Redeployment	(0.15)	(10,382)	(10,382)
--	--------	----------	----------

*General Fund Reserves, Transfers, and Capital Contributions*

• Rebudget: Prior Year Capital Projects	-	1,332,000	-
<b>Subtotal</b>	<b>20.56</b>	<b>3,058,442</b>	<b>1,740,938</b>

**Outcome: Clean, Safe and Functional Facilities***Facilities Management (General Services)*

• Facilities Management Contractual Services	-	(163,005)	(163,005)
• Streamlining Facilities Management	(2.00)	(124,326)	(124,326)
• Changes in Vehicle Maintenance Staffing Levels	-	(32,000)	(32,000)

*Strategic Support (General Services)*

• Streamlining Strategic Support Services	(2.00)	(114,985)	(114,985)
---	--------	-----------	-----------

*Citywide Expenses*

• Miscellaneous Rebudgets	-	632,000	-
---------------------------	---	---------	---

*General Fund Reserves, Transfers, and Capital Contributions*

• Rebudget: Prior Year Capital Projects	-	2,769,000	-
<b>Subtotal</b>	<b>(4.00)</b>	<b>2,966,684</b>	<b>(434,316)</b>

**Outcome: Appropriate and Available Equipment***Fleet and Equipment Services (General Services)*

• Changes in Vehicle Maintenance Staffing Levels	-	(325,000)	(325,000)
--	---	-----------	-----------

<b>Subtotal</b>	<b>0.00</b>	<b>(325,000)</b>	<b>(325,000)</b>
-----------------	-------------	------------------	------------------

<b>Total Budget Changes Approved</b>	<b>16.56</b>	<b>5,700,126</b>	<b>981,622</b>
--------------------------------------	--------------	------------------	----------------

\* Details on budget changes listed above are presented in Department Core Services section



# *Strategic Support* **Employee Services**



## ***Primary Partners***

**Employee Services**

**Office of Employee Relations**

**Retirement Services**

***Mission:*** Recruit and equip employees with the training, benefits, and working environment necessary to be successful in delivering quality services to the community.

The Employee Services element of the Strategic Support City Service Area focuses on all aspects of an employee's career with the City of San Jose, including recruitment and hiring, training and employee development, labor relations and partnerships, health and safety, and retirement.

An exceptional City workforce is key to the delivery of quality services to the San Jose community. Hiring top talent, enriching existing employees' experiences through training and career development programs, and providing an environment that values employees all contribute to the capacity of the workforce to deliver quality services. To ensure excellence in all of these areas, a new department, Employee Services, has been created by combining the Human Resources Department with the Workers' Compensation unit of the Finance Department and reorganizing functions to improve service delivery.

The City faces increasing demand with reduced resources. This requires continuous development of a competitive workforce. The Employee Services CSA is committed to hiring the most talented employees, providing training in critical skills, and facilitating employee development to enable the organization to respond to changing priorities and fiscal challenges.

---

## **CSA OUTCOMES**

---

- Employees to meet the service needs of the organization
- City has a high performing, committed workforce that meets the service delivery needs of the organization
- Employees have a safe and healthy work environment

# Investment Strategy

The City's current economic situation and outlook for next fiscal year present challenges for the organization in service delivery. Declining municipal revenues require the City to establish community priorities and align resources more effectively to achieve these service priorities, while reducing, deferring, or eliminating non-priority services. These fiscal and operating adjustments have a considerable impact on the City's workforce, and thus on the services provided by the Employee Services CSA.

In response to the current environment, the CSA is focusing its efforts and resources on supporting a competitive workforce to meet the challenge of the new economic reality. Resources within the CSA will be redeployed to ensure that the CSA has the capacity to focus on these priorities. In addition, the CSA will explore opportunities to leverage resources devoted to employee services such as recruitment, hiring, and training throughout the organization.

Service priorities for 2002-2003 for which redeployment will be necessary include the three key areas discussed below.

## **Customer Access to Information**

In order to devote the CSA's staff time to priority services in hiring and training, it is imperative that a less staff-intensive method be used to provide timely, accurate, and comprehensive information to employees on an ongoing basis. Maintenance and expansion of an effective Employee CSA Intranet site will greatly reduce the amount of staff time needed to provide basic information and forms to the organization. In addition, an enhanced Internet site will provide timely, accurate information for potential employees and candidates.

## **Align Training to Organization's Priorities**

Limited funding and changing service demands require our workforce to deliver services in the most cost-effective and productive manner. The City's training resources, both centralized and within departments, need to be devoted to high value and high demand training, and to related efforts that facilitate employee development. The Employee Services CSA is working with departments and employees from all levels of the organization to assess training needs and to develop an effective strategy that responds to these needs.

## **Organizational Capacity for Hiring**

The level of hiring in 2002-2003 will decrease due to the City's economic condition. It becomes even more critical in these times that priority vacancies are filled with top talent and in a timely, fair and consistent manner. The CSA will continue to focus on building the capacity for effective hiring practices throughout the organization, while reducing costs for marketing and advertising efforts for recruitment.

# Performance by Outcome

## *Outcome 1: Employees to meet the service delivery needs of the organization*

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Optimize the attraction and retention of qualified employees to meet the service delivery needs of the organization	1. % of time a qualified candidate pool is produced within 65 days (for service level agreement A) <sup>1</sup>	80%	80%	67%	80%
	2. % of time a qualified candidate pool is produced within 5 days (for service level agreement B) <sup>2</sup>	90%	90%	92%	90%
	3. % of hiring managers rating employment services as good or excellent (4 or 5 on a scale of 1 to 5) based on quality of services	85%	75%	75%	75%
	4. % of HR Liaisons rating Employment Services as good or excellent (4 or 5 on a scale of 1 to 5) based on quality of services	90%	-	80%	80%

1 Service Level Agreement (SLA) A refers to a type of recruitment/assessment in which standardized assessments are used and scored before a qualified candidate pool is delivered to client departments

2 Service Level Agreement (SLA) B refers to recruitments in which applicants are screened on applications only before a qualified candidate pool is delivered to a client department

## Recruitment and Hiring

In the coming year, the Employee Services CSA will focus on a permanent revision of the City's hiring rules and policies to ensure better and faster hiring while preserving the guiding principles of merit and fitness. The CSA, in partnership with the employee organizations, will continue to address the most critical issues, such as consistency and accountability, before asking the City Council to adopt the new rules permanently. With new hiring practices in place, the CSA expects to improve the percentage of time that a qualified candidate pool is produced within 65 days (for recruitments using standardized assessments) from 67% currently to 80% in 2002-2003. The target for producing candidate pools within 5 days (for recruitments using screening of applicants only) is 90% for 2002-2003.

Looking to next year and beyond, significant efforts will continue to solidify the City's hiring infrastructure through actions such as providing ongoing training for employees as internal candidates.

## Service Delivery Enhancements

As a result of an assessment of the delivery of employee-related services conducted this past year, the Employee Services CSA will be implementing a number of actions to enhance services provided to employees. While priorities for these actions are yet to be established, the CSA will begin to make improvements in areas including customer communication; documentation of business processes, roles and responsibilities; training for employee service providers and departmental liaisons; establishment of a cross-functional team for strategic planning in employee services; utilization of technology to provide better customer service; and integration of employee services functions provided centrally and by departments.

These actions will contribute to achieving the 5-year goals related to the services provided by the centralized Department of Employee Services and to the satisfaction of hiring managers and human resource liaisons in departments.

# Performance by Outcome

*Outcome 2: City has a high performing, committed workforce that meets the service delivery needs of the organization*

## Alignment of Training Resources

During the past year, significant steps were taken to align city-wide training resources with the organization's high priority needs. In particular, the CSA launched a comprehensive, customized supervisor academy that will better equip supervisors with the tools they need to be effective. Other high priority needs that are being addressed include additional computer classes and the development of a project management course.

The next step in aligning training resources began in 2001-2002 and will continue in 2002-2003. This includes conducting an up-to-date

inventory of training provided by departments, and determining the optimal allocation of training resources to be provided on a citywide basis and within the departments. In addition, the CSA will conduct a targeted survey of employees to identify their specific training needs and the degree to which their needs are being met. This information will provide an assessment of current training being offered, with the goal of aligning future training to more effectively meet employees' and the organization's needs.

Aligning training with employees' needs will contribute to achieving the 5-year goal of 88% of employees agreeing that they have the skills and knowledge they need to do their jobs.

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Align systems that develop and maintain a high-performing workforce	1. % employees who agree or strongly agree they clearly understand the performance expectations of their job	82%	79%	79%	80%
B. Develop and encourage supervisors and managers that support a high-performing workforce	2. % employees who agree or strongly agree they receive timely, constructive feedback on performance and they are provided opportunities to make decisions regarding their job	65% / 68%	50% / 64%	50% / 64%	53% / 65%
C. Foster customer-driven job performance	3. % employees whose overall performance is rated above standard or exceptional on his/her performance appraisal form.	-	-	-	TBD*
D. Foster a shared vision with employee representatives about the characteristics of a high-performing workforce	4. % employees who agree or strongly agree they have the skills and knowledge they need to do jobs or there is a plan to obtain them	88%	85%	85%	86%
	5. % of the public having contact with City employees who are satisfied or very satisfied with the customer service based on courtesy, timeliness,	85%	79%	79%	81%
	6. % employees who agree or strongly agree they understand the City's vision and how their work contributes to a core service	80% / 82%	75% / 78%	75% / 78%	76% / 79%

\* Data to be available in 2002-2003

# Performance by Outcome

## *Outcome 2: City has a high performing, committed workforce that meets the service delivery needs of the organization (Cont'd)*

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
D. Foster a shared vision with employee representatives about the characteristics of a high-performing workforce (Cont'd)	7. % employees who are satisfied or very satisfied with their job	85%	81%	81%	81%
	8. % employees who agree or strongly agree the City is a good employer	85%	80%	80%	81%
	9. % customers who rate Employee Services as knowledgeable, helpful and courteous	TBD*	-	TBD*	TBD*

\* Data to be available in 2002-2003

## Employee Survey

In September 2001, the City conducted the first city-wide employee survey to identify what is working well and what could work better in areas such as communication and feedback, participation and recognition, and providing customer-focused services.

Approximately 40% of the City's 9,000 plus employees responded and 55% of full-time employees responded. Eight out of ten employees (81%) are somewhat or very satisfied with their job. The same percentage agrees or strongly agrees that the City of San Jose is a good employer. The 5-year goal for both of these measures is 85%.

Other trends suggested by the survey are that recognition and performance feedback are areas that need attention, with about 44% of employees agreeing they are satisfied with the recognition they receive from their department for doing a good job and about one half of employees agreeing they are given timely, constructive feedback on their performance.

In response to the employee survey, a citywide action plan has been developed to address the key issue of timely, constructive feedback. A number of key actions are being taken including: bringing employee performance appraisals up-to-date; launching the supervisor training noted above; creating communication tips for supervisors regarding giving feedback; aligning performance appraisals with organizational priorities; and establishing hiring and promotion guidelines for supervisors. It is expected that taking these actions will contribute to an improvement in the percentage of employees who agree they receive timely, constructive feedback from 50% currently to 53% in 2002-2003 and 65% in five years. With performance appraisals being brought up-to-date, data will be available in 2002-2003 for the percentage of employees rated above standard or exceptional on his/her performance appraisal.

Departments are also taking actions to address issues raised by the employee survey. A second city-wide survey will be conducted in 2002-2003.

# Performance by Outcome

## *Outcome 3: Employees have a safe and healthy work environment*

### **Safe and Healthy Workforce**

A key result of the employee services assessment is the consolidation of health and safety functions through the combination of the Workers' Compensation unit in the Finance Department with the Health and Safety core service in the new Department of Employee Services. This consolidation will facilitate comprehensive planning for addressing problem areas that contribute to ever-increasing costs to the City in workers' compensation claims. The opportunities for proactive planning to develop programs that address emerging areas of concern in health and safety will be greatly enhanced by placing the service delivery providers with those who investigate and process workers' compensation claims. The goals of the consolidation are a safer and healthier work environment and containment of worker's compensation costs incurred by the City.

The average adjusted cost per workers' compensation claim is a measure that is expected to increase due to recent legislation. AB-749, which included mandated cost increases, will dramatically increase the average cost per claim as much as 20-30% over the next few years. The workers' compensation

cost estimate for 2001-2002 and the 5-year goal have been increased to reflect this expected more costly operating environment.

While Safety and Health prevention efforts can significantly reduce the number and severity of claims, accidents and their resultant claims will always occur. Due to the type of services performed, five departments consistently produce approximately 80% of all of the City's claims and costs. Preventative efforts over the last 8 years have contributed to a 20% drop in claims since 1993 overall for these five departments. In 2002-2003, it is estimated that lost hours due to work-related illness and disability and the number of claims per 100 employees will be close to the 2001-2002 targets. The CSA hopes to lower lost hours and claims further with the continued emphasis in targeted programs to manage medical treatment in the first 30 days after injury, provide continued prevention programs in high risk departments, and expand the role of in-house medical services in the overall safety and worker's compensation function.

5 Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Provide the necessary and required safety and health services that ensure employees' health, safety and well-being	1. Lost hours to work-related illness and disability per FTE	77	86	86.7	86
	2. Number of workers' compensation claims per 100 employees	19	22.2	21	21
	3. Average adjusted cost per claim (*)	\$7,500	\$5,968	\$6,000	\$6,000

(\*) highest and lowest cost claims and state mandated increases will be documented separately



# Approved Investments

## Strategic Support - Employee Services

Budget Changes*	Positions	2002-2003 All Funds (\$)	Ongoing (\$)
<b>Outcome: Employees to Meet the Changing Service Delivery Needs of the Organization</b>			
<i>Employment Services (Employee Services)</i>			
• Hiring and Recruitment Service Level Reductions	(2.00)	(258,300)	(258,300)
• Systems App Programmer Reallocation	(1.00)	(70,834)	(70,834)
• Rebudget: Analysis & Review of Testing Process for Police Recruits	-	40,000	-
<i>Lead and Advance the Organization (Manager's Office)</i>			
• Employee Services Consolidation and Redeployment	(1.00)	(91,199)	(91,199)
<i>Citywide Expenses</i>			
• Miscellaneous Rebudgets	-	174,000	-
<b>Subtotal</b>	<b>(4.00)</b>	<b>(206,333)</b>	<b>(420,333)</b>

### Outcome: Employees Have a Safe and Healthy Work Environment

<i>Health and Safety (Employee Services)</i>			
• Health and Safety Program Efficiency Savings	-	(348,670)	(348,670)
• Wellness, Fitness and Safety Training Contractual Services	-	(205,000)	(205,000)
• Efficiency Savings in Return-to-Work Pro.	-	(30,000)	(30,000)
• Rebudget: Employee Health Svcs Impvts	-	190,000	-
<b>Subtotal</b>	<b>-</b>	<b>(393,670)</b>	<b>(583,670)</b>

<b>Total Budget Changes Approved</b>	<b>(4.00)</b>	<b>(600,003)</b>	<b>(1,004,003)</b>
--------------------------------------	---------------	------------------	--------------------

\* Details on budget changes listed above are presented in Department Core Services section

#### CORE SERVICES

##### EMPLOYEE SERVICES

Employment Services

Training and Development

Employee Benefits

Health and Safety

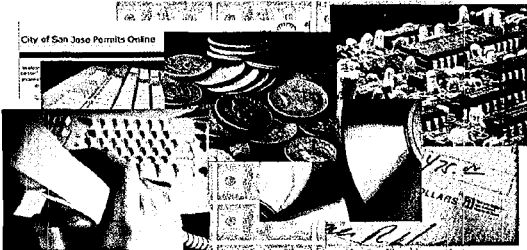
##### RETIREMENT

Administer Retirement Plans





# Finance and Technology



***Mission:*** To plan, manage and safeguard the City's financial and technology resources to enable and enhance the delivery of City services.

The vision of the Finance and Technology City Service Area is to be a technology leader and to achieve an excellent credit rating on the municipal bonds issued in order to finance City projects at the lowest cost possible. The Finance and Technology City Service Area (CSA) provides strategic support services to all of the other CSAs, facilitating the delivery of quality services to San Jose residents and businesses. The primary partners in this CSA manage the City's financial, information technology and purchasing resources; however, all City departments contribute to the delivery of finance, information technology and purchasing services. For example, City departments play a key role in processing purchase requisitions and payments to vendors (entering purchase requisitions and invoices for payment) and in ensuring a timely and accurate payroll process (processing timesheets manually or on the web). In addition, some departments have information technology support units that deliver information technology services within the department. Thus, all City departments are considered both partners and stakeholders in this CSA.

The Finance and Technology City Service Area has several Council-approved policies and master plans that guide the services provided by this CSA. The City's Information Technology Master Plan provides a framework for the City's future investments in technology. The City's Investment Policy provides direction regarding the City's investment objectives. The Environmentally Preferable Procurement Policy passed by Council in September 2001 has become a model for other jurisdictions in the state and the country. In addition, various other master plans provide a framework for future finance and technology service demands.

## ***Primary Partners***

**Finance**

**Information Technology**

**General Services — Purchasing &  
Materials Management**

---

## **CSA OUTCOMES**

---

- Systems and processes facilitate the delivery of City services to internal and external customers
- Internal and external customers have the financial information they need to make informed decisions
- The City's financial and technology resources are protected and available to address short and long-term needs

# Investment Strategy

During this period of fiscal uncertainty, it is important for this CSA to engage in ongoing strategic planning to maximize support to the other City Service Areas. Typically, during an economic downturn, Strategic Support services are affected more than those core services providing direct services to the public. As Strategic Support resources remain limited, the challenge is to be sensitive and responsive to the changing demands on the CSA's that are direct service providers.

This CSA utilized four principles in approaching the budget process for 2002-2003: 1) defer consideration of any new program or systems; 2) maintain staff positions that have a direct impact on revenue production; 3) reallocate direct charges to operating departments for services provided; and 4) decrease CSA expenses by transferring accountability to departments.

## **Strategic Planning**

This CSA's priorities focus on: 1) implementing key initiatives identified in the Council-adopted City-wide Information Technology Master Plan; 2) strengthening the City's ability to issue debt to fund critical infrastructure projects, including parks, libraries, public safety facilities, the new Civic Center and the Airport Master Plan; and 3) ensuring that goods and services are procured in the most effective and environmentally responsible manner while providing equitable opportunities for companies to do business with the City.

## **E-Government**

One of the critical areas contained under an outcome of this CSA is e-Government. Growing customer expectations for online services means that the City must determine which services to offer electronically. The Information Technology Planning Board, which was formed in January 2000 and whose membership is made up of representatives from the nine City Service Areas, has developed an e-Government Vision and Strategy for the City of San Jose.

## **Support for Decade of Investment**

Another important activity for this CSA is developing the capacity to facilitate the "Decade of Investment". The proposed issuance of significant amounts of long-term debt requires the City to build the capacity to issue, monitor, and service the bonds. Maintaining excellent credit ratings is vital to the City's ability to issue debt in the most cost effective manner. Despite the recent economic downturn, the City continues to maintain bond ratings from three national rating agencies of AA+, AA+, and Aa1.

## **Performance Based Budgeting**

This CSA has played a key role in supporting the City's transition to a performance-based budgeting system. Building on the service-delivery driven CSA/Core Service structure already in place, Finance and Technology CSA partners have aligned the accounting, budgeting and human resources/ payroll systems to the new structure, enabling development of San Jose's first performance-based budget for 2002-2003.

## **Assessing the City's Infrastructure**

This CSA also began implementing Government Accounting Standards Board Statement 34 (GASB 34). Implementation of GASB 34 will lead to better planning for resource allocation for maintenance and replacement of facilities that will strengthen neighborhoods and improve the quality of life in San Jose.

# Performance by Outcome

## *Outcome 1: Systems and processes facilitate the delivery of City services to internal and external customers*

5-Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Deploy technology resources effectively	1. % of communication services available during business hours:				
	• central network	100%	100%	97.39%	97%
	• telephones	100%	100%	99.99%	100%
	• mobile radios (24/7)	100%	100%	99.77%	100%
	• combined availability	100%	100%	99.84%	99%
	2. % of time system is available during normal business hours:				
	• E-mail	100%	100%	99.61%	100%
	• Financial Management System	99%	98%	99.22%	99%
	• Human Resources/Payroll System	99%	98%	97.83%	99%
	• Call Center System	100%	TBD**	TBD**	100%
	• combined availability	100%	95%	98.77%	99%
	3. % of managers who say employees have the technology tools they need to support their service delivery functions	90%	80%	76.47%	80%
	4. % of employees who say they have the technology tools they need to support their service delivery functions	90%	80%	85.23%	80%
B. Implement "e-Government" ("e-GOV") services.	1. % of approved e-GOV services implemented as approved by the ITPB	100%	TBD*	TBD*	TBD*

\* Recommendations to the City Council to be determined by the Information Technology Planning Board in 2002-2003.

\*\* System availability of the Call Center will be tracked beginning in 2002-2003.

### Key Business System Availability

This CSA maintains key business systems critical to City service delivery. Combined communication services availability during normal business hours is estimated to achieve 99.84% for 2001-2002. In addition, combined system availability during normal business hours is estimated to achieve 98.77% for 2001-2002, nearly 4% above the 95% target. Based on customer demand, night shift staffing was added in 2001-2002. Staff is in place with the exception of 12 hours on Saturday and 12 hours on Sunday.

The Information Technology Department originally planned to complete the 24x7 staffing plan in 2002-2003. In light of budget constraints that plan will be deferred, and the 2002-2003 target for central network is proposed to be reduced to 97% to reflect estimated actual performance for 2001-2002.

This deferral does not impact the current Network Operations Center level of service.

### E-Government Strategy

E-Government in the City of San Jose will:

- 1) support key strategic areas; 2) integrate enterprise-wide e-Government functions; 3) provide a foundation for other strategic e-Government initiatives, and 4) provide better, faster, and more efficient citizen interaction with the City. In 2001-2002, \$2 million was placed in reserve to implement the City's e-Government Vision and Strategy. The City Council asked for a review of the due diligence performed on the implementation of the e-Government Vision and Strategy prior to release of this reserve. Two phases of due diligence have been completed, and the Information Technology Planning Board will be reporting to the City Council a strategy for implementing high priority applications that allow our customers greater accessibility to services and information.

# Performance by Outcome

*Outcome 1: Systems and processes facilitate the delivery of City services to internal and external customers (Cont'd)*

## Financial Management System

In 2001-2002, a needs analysis of the City's Financial Management System (FMS) was scheduled to commence. The needs analysis was necessitated by the age of the system and the fact that it is designed to be an accounting system, not a financial/managerial reporting system. This has become a more urgent issue in the City's current environment of CSA's, core services, and operational services, given the need to track budget and performance information within this framework. While this CSA recommends deferral of the needs analysis, limited enhancements will still be pursued to address the financial managerial reporting needs.

## City-wide GIS Strategy

The City of San Jose was one of the original large cities to develop and use Geographic Information System (GIS) technologies. As the use of GIS has evolved and grown across the organization, many GIS systems and databases with similar and related, but inconsistent information have been developed in departments. The Information Technology Planning Board has identified that this area needs to have a third party review of industry best practices and benchmarks to conduct an assessment and define the next phase of an integrated GIS for the City of San Jose. The review will continue into the first quarter of 2002-2003, so as to identify next steps for 2002-2003, subject to funding availability and approval. An integrated GIS for the City of San Jose will optimize and enhance the service delivery of all CSA's.

5-Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
C. Improve the financial management system	1. % of internal customers rating Finance & Technology services as good or better, based on accuracy, timeliness and customer friendly processes	90%	80%	77.79%	80%
	2. % of external customers rating Finance & Technology services as good or better, based on accuracy, timeliness and customer friendly processes	90%	80%	85.00%	80%
D. Integrate the various City GIS systems, data, and staff resources to more effectively provide GIS to the City Service Area programs and the public	1. % of recommended action items completed as recommended in the City wide GIS plan	100%	95%	90%	TBD*

\* GIS stakeholder team is developing a list of action items and tasks.

# Performance by Outcome

## *Outcome 1: Systems and processes facilitate the delivery of City services to internal and external customers (Cont'd)*

5-Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
E. Work with other City departments to implement a City-wide contract tracking system	1. % of contracts meeting mutually agreed upon timeframes from development to final release	TBD*	TBD*	TBD*	TBD*
F. Improve procurement and materials management services	1. % of internal customers rating Finance & Technology services as good or better, based on accuracy, timeliness and customer friendly processes	95%	90%	78%	95%

\* The City Manager's Office has established a task force to develop a city-wide contract tracking system.

### Contract Tracking

As part of the Administrative Streamlining Committee's efforts, a task force was formed to address the area of non-construction contracts. From this task force a sub-committee was put into place to look at the development of a citywide contract tracking system. The sub-committee has begun to develop the specifications of the system needs. The sub-committee will take advantage of the Request for Proposal that the City Attorney's Office prepared and issued in March 2002 for a case management tracking system that may meet the needs being established for the citywide contract tracking system.

### Streamlining Purchasing Processes

Purchasing continues to enhance its relationship and communication with internal and external customers by expanding its use of technology and providing more training and outreach opportunities. For vendors and potential vendors, the Bidline Internet site, has been expanded to include more forms and information documents. During the next fiscal year, the BidLine will be re-designed using feedback from customers to better meet their needs. Internal customers are now able to access the Stores catalog online as well as most forms. An updated Purchasing Manual will be available online by the beginning of the fiscal year and training opportunities for procurement and materials management functions will be expanded.



# Performance by Outcome

*Outcome 2: Internal and external financial customers have the financial information they need to make informed decisions*

## Assessing the City's Infrastructure

Implementation of the New Accounting Standards for Infrastructure tracking and reporting will provide better information to plan for maintenance and replacement of critical infrastructure. It will enable greatly improved information for decision-making and resource allocation while meeting the new financial reporting requirements of the Governmental Accounting Standards Board Statement 34. In 2001-2002, a new fixed asset accounting system was acquired to assist staff in tracing, recording and tracking infrastructure data according to the new guidelines. Failing to comply with GASB 34 could result in the City's independent auditor qualifying their opinion on the annual financial statements.

Implementation will also assist in the debt management program and assist in obtaining the lowest debt interest costs for upcoming city debt issues while strengthening the City's financial management practices.

## Strategic Budgeting

The 2002-2003 Operating Budget was developed by City Service Area and based upon strategic 5-year Business Plans. CSA's enable the City to strategically plan and show results of the collaboration among departments. Each CSA aligns the efforts of a number of Core Services provided by individual departments (each with its own set of performance measures) into the City's six key lines of business and strategic support.

During 2001-2002, account codes in the City's financial system were aligned to the CSA/Core Service framework to more closely link resources to results. This was a key milestone in integration of accounting, budgeting and human resources/payroll systems with the CSA/Core Service structure to support a performance-based budget for 2002-2003. Additional effort is planned for 2002-2003 to achieve further integration of the capital and operating budgets, and exploration of budget process streamlining opportunities.

5-Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Provide better information for improving resource allocation planning for maintenance and replacement of City facilities and comply with GASB 34 requirements	1. % of internal customers who say they have the financial information they need to make informed decisions.	90%	80%	73%	80%
	2. % of external customers who say they have the financial information they need to make informed decisions.	90%	80%	100%	80%
	3. Implementation and maintenance of GASB 34 reporting requirements	100%	100%	95%	100%
B. Implement results-driven decision making by implementing a performance-based budgeting system that	1. Implementation and maintenance of a results-driven, performance based budgeting system. Conversion of chart of accounts from the current department based system, to a CSA/core service system.	100%	80%	85%	95%
<ul style="list-style-type: none"> <li>• driven by CSA business plans,</li> <li>• increases budget flexibility</li> <li>• streamlines budget processes</li> <li>• improves accountability</li> <li>• integrates capital program</li> </ul>					



# Performance by Outcome

## *Outcome 3: Internal and external financial customers have the financial information they need to make informed decisions*

5-Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
A. Conduct annual review and necessary updates to departmental tactical plans, which will include contingency plans.	1. % of departments with an annually reviewed and updated technology contingency plan.	100%	90%	90%	90%
B. Maintain City's bond ratings and seek improvements in certain types of debt; achieve highest possible bond rating on each new bond issue to achieve lowest possible debt cost; seek refinancing opportunities to lower debt cost; manage debt prudently to meet capital financing needs.	1. City's bond ratings: (General Obligation Bond Rating) <ul style="list-style-type: none"> <li>• Moody's</li> <li>• Standard &amp; Poor's</li> <li>• Fitch</li> </ul>	Aa1 AA+ AA+	Aa1 AA+ AA+	Aa1 AA+ AA+	Aa1 AA+ AA+
	2. % of General Fund budget in reserves.	3%	3%	3%	3%
	3. Minimum net present value savings on economically motivated refunding.	3%	3%	3%	3%
	4. % of residents who say the City is "good" at managing City government finances.	75%	50%	27%	50%

### Departmental Tactical/ Contingency Plans

One of the strategic initiatives in the City of San Jose Information Technology Master Plan is the preparation of departmental tactical plans. These plans will have three components. First, departments' annual technology budget proposals are submitted to the Information Technology Planning Board for review and approval. Second, an inventory is taken of the technology equipment, both hardware and software, deployed throughout the department. The third component is a contingency plan for the department in the event of a disaster. The technology budget proposals and inventory summary have been completed, and by the end of the first quarter of 2002-2003, departments will have completed the first phase of the contingency planning.

### City's Bond Rating

In March 2001, the City received general credit ratings from three national rating agencies of AA+, AA+, and Aa1. These excellent ratings reflect the City's strong economic base in recent years and the City's track record of very good financial

management. The rating agencies noted that the City's overall wealth and income indicators, moderate and manageable debt burden, consistent budget surpluses, and very strong financial performance with a diverse revenue base put San Jose in a very strong general credit worthiness position.

### Debt Issuance

In 2001-2002 the City completed an aggressive financing schedule to facilitate a number of capital projects for the community and to save taxpayers money through refunding of existing debt. Efforts included refunding of the bonds for the Convention Center, saving the City \$37 million in annual debt service payments over the term of the bonds, and issuance of General Airport Revenue Bonds to pay off all of the outstanding tax-exempt commercial paper notes and finance runway improvement projects. In addition the City closed ten multifamily housing bond issues totaling \$84 million. In 2002-2003, work will commence on issuing the first series of bonds for the San Jose 911-Fire-Police-Paramedic Neighborhood Safety Act along with the second series for the parks and library projects.

# Performance by Outcome

*Outcome 3: Internal and external financial customers have the financial information they need to make informed decisions (Cont'd)*

## Risk Management

In February 2001, an insurance consultant reviewed the City's risk management program. The purpose of the study was to evaluate the manner in which the City manages property and casualty risks and insurance. The three areas of focus were loss prevention, claims management and insurance/self insurance. The City's property, liability and workers' compensation programs comprise annual expenditures of approximately \$25.5 million, which represents 2.0% of the City's operating budget. This cost, usually referred to as the "cost of risk (COR)", includes insurance premiums, self-insured losses and all directly related administrative expenses. By comparison, for public agencies with similar size operations, the COR usually ranges from 1.6% to 2.2% of the operating budget. Therefore, the City's COR appears to be within the norm.

The responsibility for Workers' Compensation services, including operating resources of \$1.5 million will be transferred to the Employee Services CSA in 2002-2003. This transfer provides opportunities for improved integration with existing health and safety programs, and will facilitate comprehensive planning to implement training and safety programs.

## Investment Policy Certification

Certification of the City's Investment Policy by the Municipal Treasurer's Association (MTA) would recognize the Finance Department's commitment to the vision of managing, protecting and reporting on the City's resources as they relate to investments. Investment Policy certification demonstrates an organization's willingness to adhere to standards and guidelines for public sector agencies as defined by the MTA. It is anticipated that the certification process will be completed no later than June 2003.

5-Year Strategic Goals	CSA Performance Measures	2002-2007 5-yr Goal	2001-2002 1-yr Target	2001-2002 Estimate	2002-2003 1-yr Target
C. Maintain adequate insurance coverage	1. % of risk exposure reviewed annually	100%	100%	100%	100%
D. Obtain certification of Investment Policy from the Municipal Treasurers Association (MTA).	1. Policy certified by MTA	100%	50%	50%	100%

# Approved Investments

## Finance and Technology CSA

Budget Changes*	Positions	2002-2003 All Funds (\$)	Ongoing (\$)
<b>Outcome: Systems and Processes Facilitate the Delivery of City Services to Internal and External Customers</b>			
<i>Financial Management (Finance)</i>			
• Consolidation of Insurance Program	(1.00)	(83,300)	(83,300)
• Realignment of Payroll and Utility Billing Accounting Practices	(1.90)	(219,440)	(219,440)
• Rebudgets: Financial Management Services	-	220,000	-
<i>Financial Reporting (Finance)</i>			
• Realignment of Payroll and Utility Billing Accounting Practices	(0.40)	(44,492)	(44,492)
<i>Disbursements (Finance)</i>			
• Realignment of Payroll and Utility Billing Accounting Practices	2.00	181,232	181,232
<i>Materials Management (General Services)</i>			
• Outsourcing Copy Services in Materials Management	(1.00)	(64,165)	(64,165)
• Streamlining Warehouse Services	(1.00)	(48,725)	(48,725)
<i>Technology Solutions (Information Technology)</i>			
• Consolidation of Telecommunications Staff	(0.10)	(9,502)	(9,502)
• Reallocation to Enhance Technology Solutions Consulting	0.11	8,770	8,770
<i>Network and Communications Services (Information Technology)</i>			
• Enhanced Accountability in Departmental Telephone Budgets	-	(121,387)	(121,387)
• Hardware Maintenance and Support Contracts	-	(155,500)	(155,500)
• Streamline Telecommunications and Network and Operations Functions	(1.90)	(193,424)	(193,424)
<i>Technology Customer Support (Information Technology)</i>			
• Consolidation of Technology Customer Support	(2.00)	(159,211)	(159,211)
• On-Line Permit Support Services/Server Redundancy & Maintenance Reallocation	-	227,700	130,000
• Reallocations to Enhance Technology	2.89	224,595	224,595
• Rebudget: SJ Permits On-Line System Maint	-	110,000	-
<i>Purchasing (General Services)</i>			
• Rebudget: Columbus Statue Repairs	-	17,000	-

### CORE SERVICES

#### FINANCE

Financial Management

Disbursements

Financial Reporting

#### INFORMATION TECHNOLOGY

Citywide Data Management

Technology Customer Support

Technology Solutions Consulting

Technology Strategic Planning

Network and Communication Services

#### GENERAL SERVICES

Purchasing

Materials Management

# Approved Investments

## Finance and Technology CSA (Cont'd)

Budget Changes*	Positions	2002-2003 All Funds (\$)	Ongoing (\$)
<i>Strategic Support (Finance)</i>			
• Streamlining of Analytical Services in the Administration and Analysis Division	(1.00)	(74,547)	(74,547)
• Realignment of Payroll and Utility Billing Accounting Practices	(0.70)	(71,315)	(71,315)
<i>Strategic Support (Information Technology)</i>			
• Management of Supplies, Materials and Training Budgets	-	(90,000)	(90,000)
<i>Citywide Expenses</i>			
• Miscellaneous Rebudgets	-	1,114,650	-
<b>Subtotal</b>	<b>(6.00)</b>	<b>768,939</b>	<b>(790,411)</b>

**Outcome: Internal and External Customers Have the Financial Information They Need to Make Informed Decisions**

<i>Financial Management (Finance)</i>			
• Expanded Financial Management Services for the Housing Loan & Bond Issuance Program	-	(458)	(458)
<i>Financial Reporting (Finance)</i>			
• Expanded Financial Management Services for the Housing Loan & Bond Issuance Program	-	458	458
<i>Citywide Expenses</i>			
• Miscellaneous Rebudgets	-	860,000	-
<b>Subtotal</b>	<b>-</b>	<b>860,000</b>	<b>-</b>

**Outcome: The City's Financial and Technology Resources are Protected and Available to Address Short and Long-Term Needs**

<i>Strategic Support (Finance)</i>			
• Reallocation of Arbitrage Rebate Calculation Costs	-	(20,000)	(20,000)
<i>Citywide Expenses</i>			
• City-Wide Insurance Coverage Cost Savings Review	-	(400,000)	(400,000)
<b>Subtotal</b>	<b>-</b>	<b>(420,000)</b>	<b>(420,000)</b>

<b>Total Budget Changes Approved</b>	<b>(6.00)</b>	<b>1,208,939</b>	<b>(1,210,411)</b>
--------------------------------------	---------------	------------------	--------------------

\* Details on budget changes listed above are presented in Department Core Services section

# Approved Investments

## Strategic Support: Other

Budget Changes*	Positions	All Funds (\$)	Ongoing (\$)
<b>Office of the City Attorney</b>			
<i>Legal Transactions</i>			
• Funding Reallocation for Workforce Investment Act Legal Team	-	-	-
<i>Legal Representation</i>			
• Delay Hiring for Current and Anticipated Vacancies	-	(346,560)	-
• Liquidation of Encumbrances for Contractual Services	-	(197,000)	-
• Funding Reallocation for Litigation Division	-	-	-
<i>Strategic Support</i>			
• Rebudget: Office Renovation	-	35,000	-
<i>Subtotal</i>	-	(508,560)	-
<b>Office of the City Auditor</b>			
<i>Audit Services</i>			
• Temporary Audit Resources Reduction	-	(96,560)	-
• Rebudget: Office Equipment	-	19,000	-
<i>Subtotal</i>	-	(77,560)	-
<b>Office of the City Clerk</b>			
<i>Facilitate the City's Legislative Process</i>			
• November 2002 Election Cost	-	(200,000)	-
<i>Subtotal</i>	-	(200,000)	-



# Approved Investments

## Strategic Support: Other (Cont'd)

Budget Changes*	Positions	All Funds (\$)	Ongoing (\$)
<b>Office of the City Manager</b>			
<i>Analyze, Develop, and Recommend Public Policy</i>			
• Public Safety Bond Projects	(0.75)	(129,577)	(129,577)
<i>Lead and Advance the Organization</i>			
• Merger of Budget Office/QUEST Partnership	(1.00)	(105,272)	(105,272)
• Employee Services Consolidation and Redeployment	(1.00)	(91,199)	(91,199)
<i>Manager and Coordinate City-Wide Service Delivery</i>			
• Conversion of Positions to Capital Funding	-	-	-
• Staff Consolidation and Redeployment	(0.50)	(118,017)	(23,960)
• Public Safety Bond Projects Redeployment	0.75	129,577	129,577
• Administrative Support Redeployment to Capital Improvement Program Action Team	1.00	73,154	73,154
• Domestic Violence Program Enhancement	1.00	-	-
<i>Strategic Support</i>			
• Administrative Support Redeployment to Capital Improvement Program Action Team	(1.00)	(73,154)	(73,154)
• Staff Consolidation and Redeployment	(0.50)	(23,960)	(23,960)
<i>Subtotal</i>	(2.00)	(338,448)	(244,391)
<b>Mayor and City Council</b>			
<i>Office of Mayor</i>			
• Rebudget of 2001-2002 Expenditure Savings	-	289,509	-
<i>City Council</i>			
• Rebudget of 2001-2002 Expenditure Savings	-	1,174,844	-
<i>Subtotal</i>	-	1,464,353	-
<b>City-Wide Expenses</b>			
• Eliminate Innovation and Technology Improvements Appropriation	-	(29,000)	(29,000)
• Funding Shift for National Urban/Rural Fellow Program	-	(50,000)	(50,000)
• Customer Service Call Center Efficiency Savings	(5.00)	(282,719)	(272,000)
• United Way Support	-	250,000	-
• New Councilmember Transition Fund	-	30,000	-
• Miscellaneous Rebudgets	-	731,450	-
<i>Subtotal</i>	(5.00)	649,731	(351,000)

# Approved Investments

## Strategic Support: Other (Cont'd.)

Budget Changes*	Positions	2002-2003 All Funds (\$)	Ongoing (\$)
<b>General Fund Reserves, Transfers, and Capital Contributions</b>			
• Transfers: Convention and Cultural Affairs Fund Transfer Reduction	-	(372,167)	(372,167)
• Transfers: Vehicle Maintenance and Operations Fund Transfer Elimination	-	(2,500,000)	(2,500,000)
• Earmarked Reserves - Security Improvements	-	500,000	-
• Earmarked Reserves - Future Capital Projects/SNI Reserve	-	900,000	-
• Earmarked Reserves - Elimination of Various Reserves	-	(4,500,000)	(2,535,000)
• Earmarked Reserves - Rebudgets	-	53,692,763	-
• Contingency Reserve - Rebudget	-	1,791,175	-
<i>Subtotal</i>	-	49,511,771	(5,407,167)
<b>Total Budget Changes Approved</b>	<b>(7.00)</b>	<b>49,036,934</b>	<b>(6,002,558)</b>

\* Details on budget changes listed above are presented in Department Core Services section



